

VALUE ADDING

How coaching adds value to business and life!

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Kate Ramsay and the AnD Associate Coaches welcome you to our staying in touch newsletter and also hope that 2007 is off to a great start for you.

In **Learning Moments** in this edition you can read about the role of the leader in influencing sustainable change in organisations. In **Did You Know?** we recommend a process for you and your team to experience before the year moves into fast forward and we share a testimonial from another Learning Retreat client. A **Good Read** is about wisdom.

Learning Moments

Kate writes: Have you ever wondered why those expensive culture change programs seem to have such little impact on changing more than the superficial structures of organisations? I have, and an article in the April 2006 edition of the Australian Institute of Management's **Management Today Book Series** titled Understanding Influence For Leaders At All Levels by Phil Harker, helped to enlighten me.

In essence, what Harker espouses is that, for the employees in an organisation to change, the leader must influence and model the desired change. We all know that; where Harker takes the reader however is to a re-frame of how leaders need to go about this. Rather than a leader's influence being about getting others to *do things differently* Harker argues that leaders need to help people to *see things differently*. And for them to achieve this, leaders need to first learn how to *see things differently themselves*.

An example Harker shares is an interview with a manager prior to an organisational change program. The manager showed Harker the organisation's values statement of 'We believe in people' then gave him the brief to help the organisation "fix up a few of the troublemakers".

Harker uses the Argyris concept of 'espoused

theory and theories-in-use' to point out the inconsistency between this organisation's value statement (espoused theory) and the manager's attitude to some of its people (theories-in-use). The challenge for Harker was to help the manager understand that, for things to change in his organisation, the manager himself would first need to see the inconsistency between his espoused theory of believing in people and his theory-in-use about regarding some people as "troublemakers".

Harker: *When 'espoused theory' is not consistent with 'theories-in-use', ... the contradictions lead to credibility gaps that contribute to employee cynicism, defeat the (change) process and diminish leadership influence.*

For the manager in Harker's example to learn how to *see things differently* Harker suggests this manager would need to become a 'deep-structure learner' and explore his assumptions down to the level of his core motives and his unconscious decision making drivers. Thus, for sustainable change to occur within organisations it seems that, once again, the buck stops with leaders – with them needing to commit to Harker's deep structure learning for themselves.

Harker ends by saying: *Any leader who has personal experience of a deep-structure paradigm shift ... will inevitably have a profound influence upon the lives of others they live and work with.*

Of course, deep structure learning is not for the faint hearted. It requires an understanding of the need for this depth of personal change, a solid commitment to making such change, and support.

If some deep structure learning seems like a sound intention for you in 2007, find yourself a coach who has the understanding and knowhow to provide this support, or take a look at our website at www.andconsulting.org and give us a call if you like the look of our philosophy and approach to coaching.

Did You Know?

- New Year Process for Teams

Before the pace of another year hots up and all thought of 2006 is forgotten, we encourage you to think about committing to this four hour workshop. Described in detail in the attached document, the purpose of the New Year Process for Teams is to provide a reflective space for you and your team to summarise 2006 in terms of achievements and learning and to set, individually and as a team, your core values and intentions for 2007. For more information contact Kate Ramsay on 0418 164 260 or at kate@andconsulting.org.

- Learning Retreat Testimonial

This is what Liza Foster of Soul Direction had to say about her Learning Retreat in Cloud House at Byrongerry in the hills inland from Byron Bay:

This is a place to connect with the wisdom within and reset the compass of one's soul. Thankyou Kate for your guiding hand and wonderful hospitality. Cloud House has been a place of sanctuary to regroup, reflect and find clarity. Inspired by your example of living a learner's life, and being well fed and well rested, I can once more follow my vision.

How about scheduling time this year to treat yourself to a Learning Retreat? The package is three nights self-contained accommodation, all meals and fine wines, six hours of Leadership and/or Vision Coaching and airport transfers to and from either the Gold Coast, Ballin/Byron or Lismore Airports. For more information see www.andconsulting.org or contact Kate.

A Good Read

Kate writes: I am doing what has never been done before in the 13 years and 45 previous editions of the Value Adding newsletter: I am recommending for a second time the book Hare Brain Tortoise Mind – Why Intelligence Increases When You Think Less by Guy Claxton (Fourth Estate. London. 1998) – because I believe it is that good!

As I wrote in the previous newsletter, Claxton uses the well-known story of the race between the hare and the tortoise to illustrate the need for us to honour the intuition of our 'tortoise mind' as well

as the rapid thinking of our 'hare brain'. In this edition I focus on what Claxton has to say about wisdom.

Claxton writes that wisdom has been defined as 'good judgement in hard cases' and suggests that wisdom often involves looking deeper than the apparent issue to reveal the real issue beneath. He suggests that, to be wise, we need to access our 'tortoise mind' as well as, in fact maybe even more than, our 'hare brain'. Claxton:

The conditions in which wisdom are needed are those in which the slow ways of knowing come into their own. To be wise is to possess a broad and well-developed repertoire of ways of knowing, and to be able to deploy them appropriately. To be able to think clearly and logically is a constituent of wisdom, but it is not enough on its own; many unwise decisions have been made by clever people.

One needs to be able to soak up experience of complex domains – such as human relationships – through one's pores, and to extract the subtle, contingent patterns that are latent within. And to do that, one needs to be able to attend to a whole range of situations patiently and without comprehension; to resist the temptation to foreclose on what that experience has to teach.

I have learned to 'resist the temptation to foreclose' on what experience has to teach me by posing a question in my mind about a recent experience prior to setting off on my morning walk with Ruby, my Labrador dog. I then consciously choose not to think about the question. Instead I enjoy breathing in the fresh morning air, looking at how the bush, the sky and the clouds look today, waving to passers by and generally doing my best to manage Ruby's inconsistent road sense.

What typically happens at some stage on the walk is that thoughts begin to percolate up that provide me with new ways of seeing the experience. Does this make me wise? I'm not sure, but it does help me use my 'tortoise mind' to get to the core of issues and so, to see my world differently.

If you haven't yet done so, I urge you to read Claxton and to find a daily practice that will help you regularly access your 'tortoise mind'.